

# Financial growth across emerging markets

## Leading from strategy to implementation

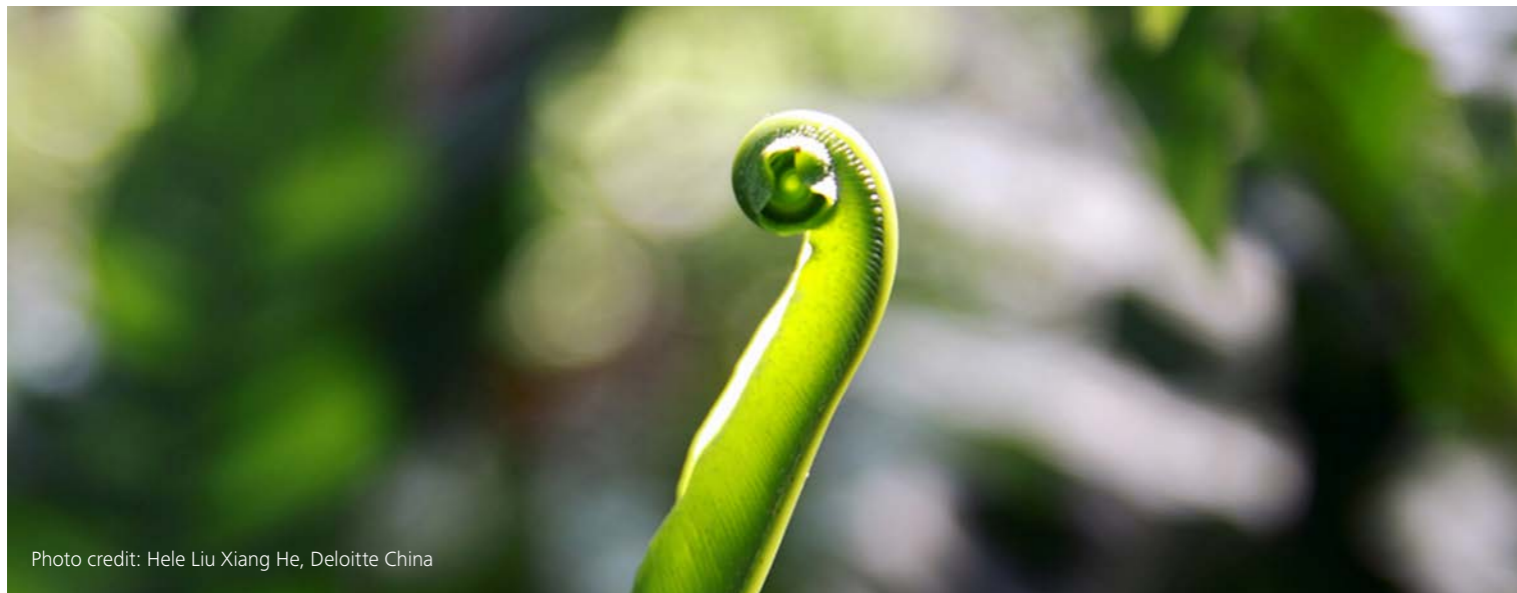


Photo credit: Hele Liu Xiang He, Deloitte China

When a leading global pharmaceutical company embarked on a journey to transform its finance operation in emerging markets, it didn't have to look far for strategy, design, and implementation support. The company and Deloitte have been working together through a period of extraordinary change during the past five years, with Deloitte playing a critical role in nearly all aspects of its clients' mergers and acquisitions, restructuring, and finance transformation activities.

"The company's leaders recognized the organization could support growth more efficiently and effectively in Latin America, Eastern Europe, Africa, the Middle East, and the Asia Pacific region," explains Ellen Stafford-Sigg, Principal, Health Care & Life Sciences, Deloitte Consulting LLP (Deloitte U.S.). "The Deloitte Consulting U.S. team helped the client seize that opportunity by developing a comprehensive global operating model strategy—enabled by shared services—and creating a global design, multiyear implementation roadmap, and methodology."

Those tools are making it possible for the pharmaceutical giant to transform its finance operating model and expand its finance shared-service capabilities across 82 of its most critical, emerging markets.

Regional implementations began with Latin America in 2013, followed by Eastern Europe, Russia, and Asia-Pacific in 2014. Implementations in Africa and the Middle East will happen in 2015. Regional rollouts were supported by Deloitte member firms from 13 countries, including Argentina, Brazil, Costa Rica, Mexico, Uruguay, Russia, Ireland, the Czech Republic, Greece, Poland, China, and Singapore. Deloitte's Global Finance Transformation and Service Delivery Transformation teams worked together to effectively marshal the right resources to deploy at the right times in the right locations, delivering a seamless, global program for the client.

### Solving the most complex challenges

Deloitte's industry depth, global reach, and ability to solve clients' most complex problems continue to differentiate it from traditional strategy and technology consulting networks. "Deloitte's Consulting businesses are committed to being the best at providing comprehensive solutions and lasting impact for clients, from strategy to implementation," says John Kerr, Deloitte Global Consulting Leader. "We serve a majority of the world's largest and most global companies. To address the sophisticated challenges they face, our member firms form global teams. These teams include people who understand and live in their key markets, coupled with detailed subject-matter and industry specialists from our global network, no matter where those experts are based. Our people deliver seamlessly to meet the clients' needs."

For Deloitte's pharmaceutical client, its long-running experience with Consulting, AERS Advisory, Tax, and Financial Advisory Services was a driving factor in its decision to trust Deloitte with this project. "Deloitte's track record with our company gave us the confidence to involve them in every aspect of this transformation program," explains one client finance vice president and project sponsor. "They're helping us fundamentally change the way that our finance function operates in emerging markets, expand our shared-service coverage to many new markets, drive cost savings, and implement flawlessly."

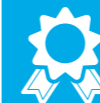


Deloitte ranked #1 globally in Life Sciences Sector Consulting by Kennedy

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Watch Ellen Stafford-Sigg, Principal, Health Care & Life Sciences, Deloitte Consulting LLP (Deloitte U.S.), talk about what it takes to be a world-class business.



Deloitte named a global leader in Financial Transformation Consulting Services by Kennedy

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Watch Caleb Longenberger, Senior Manager, M&A and Restructuring Services, Deloitte Consulting LLP (Deloitte U.S.), discuss how he builds relationships to deliver globally for this pharmaceutical client and future clients.



Deloitte named a leader in Risk Consulting to the healthcare sector by Kennedy

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